

allow the user to conduct a screen review of keyword lists--either a master keyword list or more succinct listings of keywords determined by the user from "functional areas" (leadership, doctrine, training, organization, and materiel) or "mission areas" (command and control, close combat light, close combat heavy, fire support, air defense, communications, intelligence and electronic warfare, NBC, combat service support, aviation, special operations forces, combat arms, combat support, military police). Up to five keywords are assigned to each listing to help identify the information contained in it.

Once the user has identified the keywords that pertain to his subject area, they are then used to conduct searches of the database. Entries found by these keywords are presented on the computer screen for review. (An example of the I<sup>2</sup>L<sup>2</sup>AS output is shown in the accompanying figure.) Further information is available from subject matter experts who can be reached at the telephone numbers (usually AUTOVON) listed on the screen.

The hardware required to run this program is a standard personal computer being purchased throughout the Army: IBM PC-compatible computer, with 512k memory (minimum), 10 megabyte hard-disk drive, 5 1/4-inch floppy disk drive, and printer (optional).

The software is available to infantry units, battalion level or higher, in the Active Army, Army National Guard, or Army Reserve, and is

OBSERVATION #: 1336	
INFANTRY ISSUES & LESSONS LEARNED ANALYSIS SYSTEM (I2L2AS)	
OBSERVATION DATE: 05/08/87	
EXERCISE/EVENT: NATIONAL TRAINING CENTER (NTC)	
SUMMARY: SOME SUCCESSFUL TECHNIQUES OR PROCEDURES TO OPTIMIZE DESTRUCTION (TARGET EFFECT) ON THE ENEMY FOLLOW: MINIMIZE MOVING TARGET ENGAGEMENTS BY MASSING FIRES IN COORDINATION WITH ENGAGEMENT AREAS FORMED BY THE REINFORCING TERRAIN AND OBSTACLES. ALWAYS PLAN ILLUMINATION AND SMOKE MISSIONS (DAY AND NIGHT). OBSERVERS MUST DEVELOP TERRAIN SKETCHES IN THE DEFENSE. ADJUST ILLUMINATION IN THE DAYTIME. STRESS COORDINATION BETWEEN THE SUPPORTED MANEUVER COMMANDER AND FIRST PERSONNEL. MASS FIRES WHENEVER POSSIBLE TO ENSURE MAXIMUM EFFECTS WHEN ATTACKING TARGETS WITH A MINIMUM EXPENDITURE OF AMMUNITION AND REDUCE THE FIRING UNIT'S VULNERABILITY TO ENEMY TARGET ACQUISITION. ESTABLISH AN IPB DECISION POINT TO ENGAGE THEIR MOVING TARGET. ENSURE THAT THE FIRE SUPPORT PLAN, IS BRIEFED AT COMPANY/PLATOON OPORDS.	
DOC ID: NTC LESSONS LEARNED COMMANDERS COMMENTS, THE CS TEAM, 8 MAY 87	
PHONE: AV 552-2255	PAGE: 5
BACKUP DOCUMENTATION: CATA, CALL	Press Shift PrtSc to Print
Do You Wish to Continue Search? (Y/N)	

mailed only to unit addresses. A unit requesting the software must mail ten blank floppy disks (5 1/4-inch) to Commandant, U.S. Army Infantry School, ATTN: ATSH-ES, Fort Benning, GA 31905-5420. Questions regarding these procedures may be directed to the Infantry Hotline, AUTOVON 835-7693, or commercial (404) 545-7693.

Once a unit is established on the I<sup>2</sup>L<sup>2</sup>AS user file at the School, it will automatically receive software updates by mail.

The Infantry Issues and Lessons Learned Analysis System serves as a

current source of previously unavailable Infantry-related lessons learned. The desire of the Infantry School is to improve the quantity and quality of professional information available to the Infantry community by enabling soldiers to learn from the experiences of others and develop into a more combat-ready infantry force.

Jan Chervenak is Chief, Analysis Division, Directorate of Evaluation and Standardization, U.S. Army Infantry School.

Eric J. Lynam, at the time the system was developed, was Chief, Standardization Branch, Analysis Division in the same directorate.

# Equipment Discipline

LIEUTENANT DANIEL F. SULLIVAN

While many units have well-established standing operating procedures (SOPs) for equipment account-

ability and maintenance, not all units practice and enforce those procedures. Too often, equipment main-

tenance and accountability is taken for granted, and leaders usually do not get excited when something as small as a

canteen or a magazine is lost. The attitude on the part of many leaders seems to be "Don't worry about it; we'll get you another one." This leaves the field wide open for equipment loss and a breakdown of equipment discipline.

We have all heard the stories from the Vietnam era about how the enemy made use of lost or neglected U.S. equipment to support his own needs. And any time we fight an enemy in a poor country with few logistical assets, we can be sure he will also make good use of our equipment if we give it to him.

Another important issue is the standard that negligence sets for future leaders. If we accept a carefree attitude, we set a low standard. If we as leaders do not stress the absolute importance of equipment maintenance and accountability, we are grooming our future leaders to accept losses without regard to the possible consequences.

The SOP I have used for equipment accountability and maintenance in my platoon has proved successful. The unit's noncommissioned officers and I have adopted "No equipment loss" as the standard. We first concentrate on *prevention*, tying down everything from canteens to weapons, and then we conduct frequent checks and spot inspections. These actions have virtually eliminated equipment loss by the platoon's members. Although many of the older leaders feel insulted about having to tie down their weapons, this is definitely less of a headache than trying to explain to a company or battalion commander how a weapon was lost.

We have divided our procedures into four categories—Pre-deployment, In the field, During recovery, and Always—and have determined the steps we will take in each:

#### **Pre-deployment:**

- All equipment, including load carrying equipment, compass, and weapons will be tied down securely at all times.
- All equipment will be hand-receipted systematically to the lowest man in the chain (that is, platoon ser-

geant to squad leader, squad leader to individual).

- Each man will carry dog tags and identification card to the field.

- Squad leaders will conduct inspections to ensure that all items on the packing list are taken to the field.

- Squad leaders will have a record of all sensitive items (by serial number) that he is taking to the field and will keep a copy on his person at all times. The platoon leader and platoon sergeant will also have copies.

- The platoon leader and platoon sergeant will physically inspect sensitive items both before and after movement to the field.

- All platoon equipment will be taken to the field and will stay there unless otherwise designated by the platoon leader or platoon sergeant. If a man is carrying a piece of equipment and he returns to the rear, the equipment will be cross-loaded to another man. No excuses!

- Each man will carry at least four magazines, a cleaning kit, and a blank adapter.

#### **In the field:**

- Squad leaders will physically check his sensitive items twice a day—one hour after morning stand-to and one hour before evening stand-to. This schedule may be adjusted according to the tactical situation.

- Maintenance on weapons and equipment will be done daily and will be supervised and checked by the squad leaders. In addition, the platoon leader and platoon sergeant will spot check.

- Weapon malfunctions and equipment that is broken or lost will be reported to the platoon sergeant

immediately. M60s that are down must be reported to the company immediately.

#### **During recovery:**

- An ammunition shakedown will be conducted after each field exercise. All pyrotechnics, mines, blanks, flares, smoke, ball, and the like, will be turned in to the platoon sergeant. All personnel will be physically checked by their squad leaders.

- All TA-50 items will be checked by the squad leaders after each field problem. All items that are missing or that need to be direct-exchanged will be reported to the platoon sergeant for turn-in.

- Any deficiency in a weapon or a piece of equipment that will require maintenance will be recorded on a DA Form 2404 and turned in to the platoon sergeant as soon as possible.

#### **Always:**

- Before cleaning, each weapon will be cleared of ammunition. If a weapon is broken down past the bolt, it will be cleaned on a poncho.

- Key weapons will be manned in the order of importance—SAWs before M203s, M203s before M16s, M60s always!

If these simple steps are taken, even the infamous Private Murphy won't be able to lose equipment. The appropriate standard will be set for our future leaders, and the enemy will not have an opportunity to use our own equipment against us.



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